

Expectations, Requirements and Reality: Global Recruitment of English Teachers in China

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Abstract: *The past years, national and personal reasons to learn English language has significantly grown in China. This phenomenon had effects on the flow of International workers' migration in the mainland. Only few studies have investigated the process of foreign teachers' recruitment and deeply analyzed their motivations to choose a specific employer in China. Consequently this present study explores both sides' expectations, needs and realities all along the recruitment process. We identified the job seekers' profiles and analyzed the methods used by companies to attract and recruit foreign English teachers. Data were collected from exploration of previous studies, interview of recruiters in the field, examination of 500 Job Offers on the Internet and analysis of a questionnaire survey of 154 International English teachers using SPSS 16.0. Findings revealed that Chinese companies' original target only represent a small percentage of their employees. The study also exposed that both applicants and recruiters face some challenges during the recruitment process due to diverse mindsets, different goals and unsuitable hiring approaches. Based on these findings, some suggestions were made to adapt recruitment methods to attract the new generation of International job seekers, by redirecting firm's recruitment goals and improving their prevention systems.*

Keywords: *Employee-firm fit, Global Recruitment, Job Expectations, Job Offer, Job Requirements.*

I. Introduction

English language has been used for centuries in International transactions and collaborations between countries [1]. Historically, English was not as popular in China where the government prioritized learning other foreign languages such as Russian for political purposes. Recent events like the Olympic Games in 2008 and the Shanghai expo in 2010 showed that Chinese people have the desire to become more International [2]. Thus, the success of such International events would have been unattainable without clear and fluent communication between Chinese hosts and transnational participants. Therefore, the Chinese Government realized the importance of English language to increase local companies' competitiveness, to share technological and cultural knowledge with more countries. Consequently, Chinese Government increased its financial support to educational field [3]. Besides, the KPMG (2010) has indicated that since 2005, the annual birth rate had skyrocketed in the country which made Chinese parents became even more concerned about their only child's future. Accordingly, Chinese families started to invest larger amount of their income on education fees and seek for more beneficial activities to train Chinese children from a very young age. English language skill is considered as one of the tool that can boost the child's opportunities in China and abroad (Jackie Fung-King, 2010). As a result, the number of companies promoting English language courses in China has dramatically increased over the last years. Chinese customer have high expectation while choosing schools and training centers for their only child. Consequently, it is without a doubt that educational companies have to use the best methods to attract top employees to satisfy these demanding customers. Several studies (Ross Rick, 2004; Jed DeVaro, 2005; James A. Breaugh, 2009) have examined and developed Human Resource Management strategies to recruit the most suitable workers who will contribute best to the organization's goal achievement. James A. Breaugh (2009) claimed more research about online jobseekers' motivation and process are needed in Human Resource field. The overall purpose of this study was to examine the current recruitment practices of International workers in China in order to improve employee-firm's match. We wanted to understand both recruiters and applicants' motivations, threats and personal experiences during the recruitment process.

II. Recruitment Strategy

2.1 The New Generation of Recruiters

According to Ross Rich (2004) today's recruiters have for mission to strategically create a peerless team while promoting the company image and the job position to potential aspirants. He indicates that hiring few quality employees has more positive impact on the company's success than having a large number of unsuitable workers. Effective recruiters have to use structured recruitment process to attract and identify talents. Because of a wider and smarter competition, recruiters nowadays must proactively take initiatives to reach the target candidates instead of waiting for applicants to come to the company's door. In addition, Elfi Furthmuelle (2012) stipulates that recruiters should pay more attention on the applicants' aptitudes rather than exclusively

concentrating on their curriculum vitae. Furthermore, efficient recruiters should stay informed about new trends, methods and challenges in their field. Recruiters have to stay open minded and give chances to skilled candidates from different domain. Taking the above into consideration, recruiters should be given training to be able to effectively select the correct candidate throughout the entire recruitment process [8, 9, 10].

2.2 Recruitment Plan

2.2.1 Identification of Target Employee

As we previously said, recruiters have to understand the job requirements and needed skills that could complement the rest of the team. Before even attracting candidates, Human Resources, recruiters and Managers have to decide which characteristics are essential or acceptable. In addition, they have to discuss if they want candidates for the same or different industry, unemployed or top performer in other firms, fresh graduated or experienced employees. James A. Breugh (2009) suggests to give a chance to less qualified or less experienced employees but who shows some useful qualities and abilities in order to enlarge the number of applicants.

2.2.2 Recruitment Process

The traditional recruitment process starts with the job opening, advertising and attraction of candidates. Then recruiters collect and analyze applicants' data to select candidates who will attend the face-to-face job interview. Interviews have to be structured using clear questions to detect the candidate's real talents, skills, behavior, personality and value. The Office for Institutional Equity and Diversity (2011) affirms that interviews (phone interviews, face-to face interviews...) have to be planned and a special committee has to be create to select the final candidates. Afterwards the company process to their background checks, negotiate terms and conditions of contract with them and finally send selected candidates to medical exams. Lastly, effective recruiters keep data about applicants and methods used to constantly improve and develop the recruitment system (James A. Breugh, 2009).

2.3 Recruitment Methods and Tools

The MEMIC Partner for Workplace Safety (2003) has listed detailed recruitment methods and tools to reach applicants. Each recruitment channel has its advantages and risks that companies have to consider according to their available financial resources, adaptability, time and type of target. Consequently, recruiters must understand, choose and master the most effective recruitment channel for better results.

2.3.1 Press Advertisements

Companies can use newspapers, magazines and journals to reach a specific target audience. This method is the best choice if the firm desire to attract employees geographically close and familiar with the area. In addition, the firm avoid paying high travelling fees to the chosen candidate to reach the work place. Also, the accessibility of the information is easy for candidates without the need of any technology to read the offer [13]. So this method is also used to target job seekers who usually use traditional ways to find job offers. The main disadvantage of the press advertisement is the time of publication, which is generally limited to one day, one week or one month [14].

2.3.2 Recruitment Agency

Companies can choose to outsource their recruitment process using specialized agencies in exchange of payment per retained candidate. This method is convenient for firms who desire to focus on their main function and spend less time finding applicants. Agencies are in charge of finding the best match between organizations and applicants taking into account both sides' needs and requirements [10].

2.3.3 Employee Referrals

Current employees of the organization are encouraged to suggest potential candidates from their personal network. Some companies reward employee referrals if the new employee matches expectations and remains in the company for a long period. Advantages of using this method helps companies to save time and financial costs on recruitment process while guaranteeing the quality applicant. In fact, applicants found from employee referrals are more aware of the job reality and are usually more engaged than other candidates. Indeed, current employees have chance to recommend people who will become a good asset to their team and who they can easily work with. Accordingly the integration of these new employees will be faster than other candidates [11, 15].

2.3.4 E-Recruitment

Previous studies (Barry Smyth, 2000; James A. Breugh, 2009; H. Brinksma, 2012) have pointed out that online recruitment is one of the major transformation in Human Resource affecting the way recruiters

attract and hire talents. More and more jobs are found through Internet job boards and recruitment website around the world. But like with other traditional recruitment methods, recruiters have to plan efficient e-recruitment strategies to reduce time and costs on trying to find the right person for the job. James A. Breugh (2009) claims that an organization's success depends on its capacity on attracting quality candidate's attention. Subsequently, design of the website, information provided and the speed of communication plays an important role on the candidate's choice of employer. Elfi Furtmueller (2012) adds to James A. Breugh's argument that a firm and brand's image plays a direct role in attracting potential new employees especially online where the competition is more substantial. Elfi Furtmueller (2012) developed a detailed e-recruitment process combining previous researches on the field. He compared Dave Bartram's (2000) with Lee's (2005) sequences of e-recruitment and defined 11 phases to identify, attract, recruit and select the best candidates for the job. We noticed that the e-recruitment stages presented by Elfi are quite similar to the traditional recruitment process. Indeed, first recruiters have to identify the best candidate's characteristics and receive the Manager's approval. Then the attraction phase consists on posting the job offer online, waiting for candidates to submit their applications. Afterwards the organization would collect the applicant's information, evaluate their resume, process to interviews (face-to-face or on skype). And finally a committee screens the pool of applicants and agrees on the job offer and term of the contract with the selected candidates.

III. Research Methodology

3.1 Online Job Offer Analysis

This process was meant to examine the online presence, self-promotion and strategic trends of the different Educational entities to attract foreign teachers in China. We first developed a list of keywords that job seekers are more likely to use then applied it in search engine like Google.com, yahoo.com, monster.com, recruit.net and job offer boards. Afterward, we examined job offers titles, descriptions, salaries, benefits and requirements of 500 job offers appearing on the result pages. We summarized the information in Microsoft Excel 2013 and used pivot table to analyze the job offers in detail.

3.2 Interviews

We had ten semi directed face-to-face interviews with recruiters, Human Resources Managers, Directors, Team Leaders of Language Centers in Wuhan and Shanghai, in on December 2014. Interviewing recruiters was essential to understand the companies' recruitment process and needs. Recruiters we interviewed had from 3 to 11 years of experience and were in charge of the pedagogic side of the process. Managers were making the final decision about each candidate and discussing about future profiles needed. Human Resource Managers and the Directors were responsible for the negotiations about job benefits and terms of the contract with the candidates. The interviews were focusing on techniques to find quality English teachers and the challenges faced during the process.

3.3 The Questionnaire Survey

3.3.1 The Sample

The sample had to be composed by English language teachers already working in mainland China in order to understand their motivations to choose a specific company, challenges and expectations all along the process. We needed enough respondents to represent the whole population of English teachers for more reliable results. So, we targeted 400 foreign teachers located in 10 cities in China working in bilingual Kindergartens, English language training centers and/or tutoring private classes and received 38,5% of response rate.

3.3.2 Questionnaire Design

In the purpose of ensuring high rate of honesty and quality answers, we used a self-administrated questionnaire survey that allowed respondents to answer on their own time (Hamilton, 2003). We used kwiksurveys.com an easy to use, fast and free online survey builder to facilitate growth of the response rate, time and administrative costs savings. This website enabled us to create an interesting and detailed questionnaire, with multi-choice questions, drop down list, star ratings, order rankings and matrix question options. The questionnaire was well structured and contained clear instructions to guide the readers. In addition, we used a simple format and layout to keep readers' attention and interest. Respondents only had to complete the questionnaire by ticking their answers which were directly stored in our administrator page for an automatic analysis. The website offered quick reports, showed the visitor statistics and the participant tracking. Questions were formulated according to the research keywords and objectives of the study. Sensitive questions had to be avoided to guarantee honest answers related to their firms and own self (Cohen, et al. 2004). Topics were separated into 6 parts: motivations to become an English language teacher in China (questions 1, 6), information about their recruitment process in China (questions 2, 8, 9) and e-recruitment process (questions 3, 4, 5, 7, 10), problems found during the recruitment process questions 8, 10, 12, 13), factors that influenced their final

decision in choosing a company (questions 9, 11, 12, 13) and finally their personal demographic information (from questions 14 to 27).

3.3.3 Administration Process and Limitations

The questionnaire was administrated on January 2015 through social network website of English teachers' communities, instant messengers, emailing and also by encouraging respondents to share the link to their own social network of English teachers. The goal of sharing the questionnaire through Internet was to reach a maximum of respondent within a small amount of time in a large geographical area. Since the sample size is equal to 154, the study falls into a confidence level of 80% considering a +/- 3, 5 margin of error.

IV. Analysis And Findings

4.1 Profile of English Teachers

4.1.1 Chinese Companies' Target Employee

According to Manager Jessie Liao, Chinese companies usually use recruitment agencies services to seek for applicant abroad or/and already in the territory. She acknowledges that firms in this field tend to target native English speakers and Caucasians because of the customers' preferences. But Gloria Fu asserted that some companies base their selection on the applicant's qualification, motivation and attitude during the recruitment process. According to the recruiters we interviewed, companies are looking for passionate teachers willing to spend time on personal growth and not afraid of challenging situation. Most recruiters mentioned that the perfect candidate would be punctual, humble, energetic and motivated.

4.1.2 Job Offer Requirements

Chinese companies in need of International English teachers are Schools (primary, secondary, and high schools), bilingual kindergartens, agencies and mostly training centers (48% of the offers). In general, training centers had small size classes with an average of 8 students per class when schools (primary, secondary, and high schools) stated that the teacher would have to handle classes of 60 students. Educational companies offer part-time or/and full-time positions with salaries from 5000 RMB to 25000RMB per month (800\$ to 3,996\$) depending on the background, education level and teaching experience of the applicant. 90% of the job offers directly mentioned that applicants had to be English native speaker. 46,6% of the bilingual kindergarten and 63,4% of the training centers even indicated that applicants had to hold specific passports which were in general from England, North America, Canada, South Africa, Ireland, New Zealand or Europe. Online job offers stated that applicants should fall into the age range of 22 to 45 years old, 22 offers accepted 18 years old workers and 6 companies agreed to hire 60 years old teachers. About 79% of the educational companies offered benefits packages to attract new teachers such as free housing or housing allowance, legal working visa, airfare reimbursement, pickup at the airport, free meal, health insurance, end of contract bonus and free Chinese lessons. Most mentioned criterions appearing in the job offers were: ambitious, responsible, committed, energetic, healthy, team player, positive, punctual and no accent problems. 64% of the job offers stipulated that applicants should have at least 1 to 2 years of experience in teaching English. Companies also required candidate's resume, photo, reference letter, copy of degree certificate and language certificates like TOEFL, TESOL or CELTA.

4.1.3 Current Foreign English Teachers' Profile

Respondents of the 154 valid answers were composed by 80 males and 74 females English Teachers located in Wuhan, Beijing, Guangzhou, Xi'an, Shanghai, Chengdu and Nanjing. They were working in training centers (n=92), bilingual kindergarten (n=40) or tutoring private classes (n=22). English Teachers who answered belonged to a relatively young group with 43% of them within the age range of 25 to 30 years old and 32 % between 30 to 45 years old. 100 of them had their bachelor degree, 6 only had a high school degree, 44 owned a Master Degree and 4 had a PhD diploma. Half of the respondents earned more than 9000 Rmb (\$1438) per month with a majority working in their current company for less than a year. The results showed that 77% of the respondents were single. We find out that only 35% of the respondents came from English native speaking countries. Indeed, respondents were composed by 24 Americans, 24 British, 10 Africans, 16 Latin Americans, 18 Europeans, 18 Asian, 18 Pacific islanders, 6 Indian Ocean Islanders, 18 Russians and 4 from not specified countries.

4.2 Process of Selecting an Employer

4.2.1 Finding Job Offers in China

50, 6% of the foreigners who participated to the survey found their current job through personal connection and the other half through online offers, agencies and other channels as presented in table 1.

Table 1: Comparison of Channels Used to Find Jobs Offers

	Respondent	Channel				Total
		Other	Agency	Online offer	Personal connection	
English Speaker	Native speaker	12	16	12	20	60
	Nonnative speaker	14	6	16	58	94
Total		26	22	28	78	154

Table 1 shows that most of the foreigners find jobs offers through personal connection which reveal that employee referral is high in this industry. This table also demonstrates that online recruitment is the second channel most commonly used in global recruitment in China. 26% of the native speakers are find by recruitment agencies compare to 20% of the native speakers direct contact with the companies. In addition, 63,6% of the respondent were firstly attracted by information about the salary. Then native speakers paid more attention to the job description while nonnative speaker investigated about the company description. Third factor of attraction for the native speakers was the company's description while non-native English speakers checked the firm's required profile.

4.2.2 Selection of Job Offer

Both native and non-native English speakers were motivated to come work in China to find more job opportunities and challenges themselves in a new territory. The third factor of motivation for native English speakers was to discover Chinese culture while for non-native speakers was to pursue a career in the mainland.

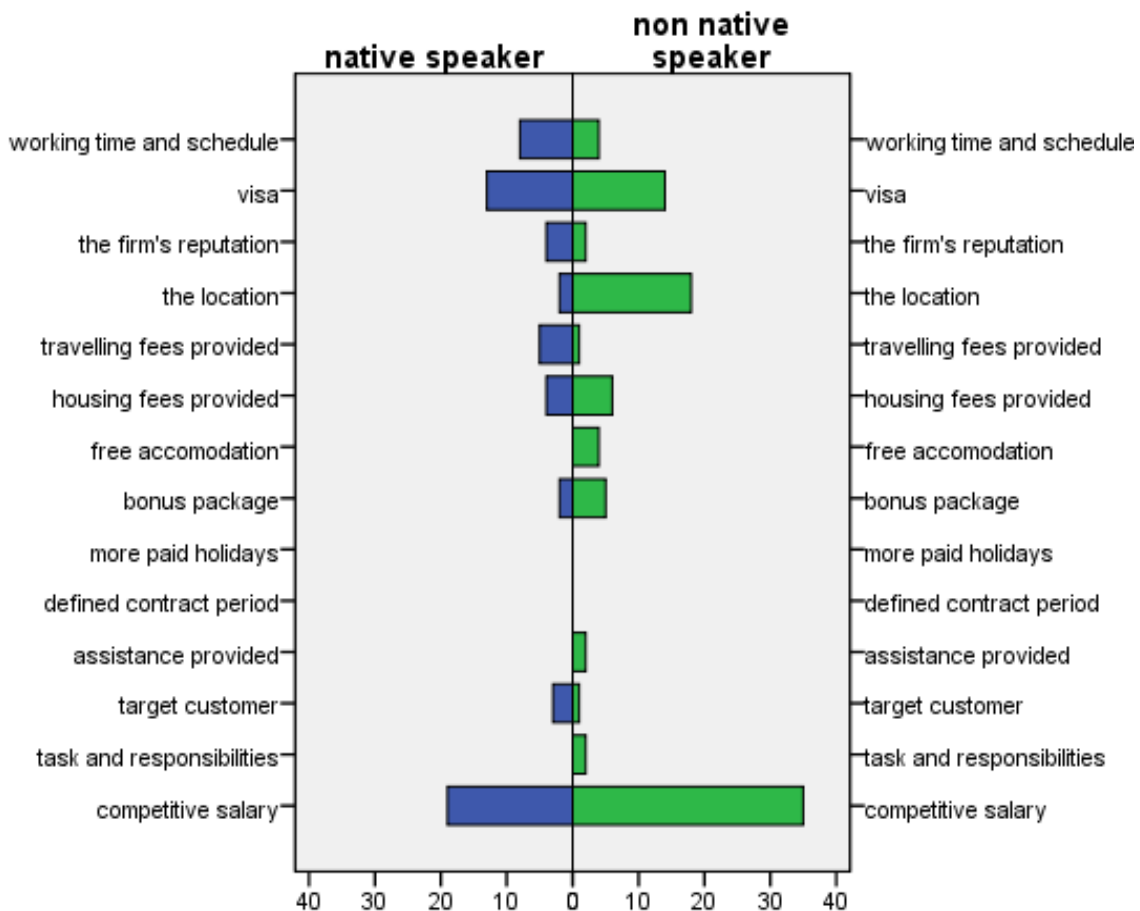


Figure 1. Factors to apply for a job offer

Reasons that made them choose a specific company were based on the salary offered, visa arrangement, the location, the work time schedule and the companies' reputation. 44% of the respondents answered that they wanted to pursue a career in education and reinforce their resume. According to the results, foreigners were more inspired by housing fees and travelling fees than free accommodation or free assistance.

4.2.3 Final Decision Making

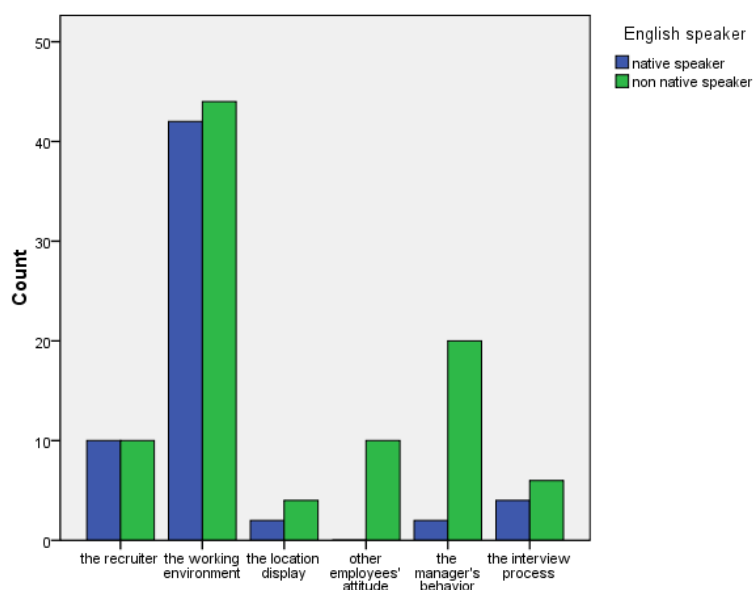


Figure 2. Factors influencing International job seekers to apply for a job offer in China

Fig. 2 demonstrates that International Job seekers pay more attention to the working environment while choosing a firm. Then applicants seek for current teacher's advice, connection with the Manager or the recruiter to make their final decision. Indeed, if they feel comfortable they would want to be part of the team and the organization. Non-native speakers also examine the attitude of other employees in the working place to see if they would fit in the team. The interview process comes in fourth place in the most influenced factors to choose an employer. Recruiter Ola Gornicka said that a combination of both pedagogic side and the salary package has effects on the candidates' final decision. So recruiter's role is indeed really important because it can directly persuade candidates to join the team.

4.3 Challenges During the Recruitment Process

4.3.1 Recruiter Qualifications

Sometimes, candidates say "what you want to hear" during the interview in order to be selected but our recruiters have their own way to detect the candidate's real personality and skills through concrete actions. Ola Gornicka affirmed that "a good recruiter needs to be able to connect with the candidate and make them feel at ease during the interview while being professional and clear about the way they work". Kate Chow added that efficient recruiters have to be able to judge applicants' needs and abilities to see if it matches with the firms' vision. It also happened that the company lowers their standards in desperation of hiring new teachers but recruiters recommend to struggle and wait for the best person for the job. Most of the recruiters interviewed revealed that they did not have any training or guidance when they started recruiting new teachers, but learnt techniques and methods through years of experience.

4.3.2 Trust Issue

Foreigner's first concern was related to the visa application process due to the reinforcement of regulations in China. The Chinese Government reinforced their laws about illegal foreign workers applying strict visa regulations and doing surprise passports checking in educational companies. So applicants would not trust companies who do not mention providing legal working visa in their job offers. One quarter of the respondents found that conditions and terms of contract were not always presented clearly. But an important problem faced by 28 of our respondent was scams and abuse from agencies or employer which affects more and more foreign English teachers in China [17, 18, 19, 20, 21, 22]. Many foreigners searched for information online but sometimes hesitated to trust the source. Kate Chow claimed that her company would have more teachers if they had more flow of candidates because attracting foreigners is more difficult than it seems. But firms faced cases of foreign teachers disappearing or leaving after a short time working in the company.

4.3.3 Cultural Effects on the Recruitment Process

Sometimes recruiters find difficult to make sure that other departments consult them before hiring a candidate to ensure a better quality workforce. Indeed, if a higher level decides to hire a candidate in opposition with the recruiter's point of view, the candidate will be hired anyway. This is part of the Chinese culture were

power distance values is high (Geert Hofstede, 1980; Chinese Culture Connection, 1987; Ying Fan, 2000). Cultural differences also play a role in the perception of candidates' capacities. Indeed, some candidates have a direct communication style which can be perceived as rude or inappropriate by the Chinese recruiters. Some candidates might be viewed as selfish when they show individualist attitude on contrary with the Chinese collectivism value. Selecting International candidates requires even more skills from the recruiters because of cultural differences which affects their behavior, way of thinking, working style and values (Edward T. Hall, 1976; Geert Hofstede, 1980, 2010; Kellis A. Green, 2012).

V. Discussion

5.1 Redirection of Recruitment Goals

5.1.1 Building Reputation as Employer

If the firm's goal is to build a team of competitive and professional teachers, the whole recruitment process should inspire these states of mind. Indeed, the firm has to develop strategies to be perceived as the best choice for the target applicants. This can be achieved by the company's visibility on the Internet, local or national events and through word-of-mouth methods. In addition, Chinese companies should apply, encourage and reward employees' referral in order to increase number of quality applicants and reinforce current employees' retention rate. Employee referral is a good method to increase the image of a good employer among the employee's personal network. So it is vital for Chinese companies to satisfy, inspire and retain their current employees to build a reputation of good employer in the field. To reinforce the system of information more forum to evaluate employers in this field can be created by current teachers including their contact information.

5.1.2 New Parameter of Selection

Most of the online English Teachers job offers specified that applicant should be native speaker but the result of our survey shows that only 38.9% are native English speakers. According to the recruiters, this strategy is used to mainly attract as many native speakers as possible. But it can discourage non-native speakers with high skills and abilities. And according to our analysis, the Chinese companies' target applicants appear to be in a short supply. So we advise Chinese educational companies to replace criteria of selection of "native English speaker" as "fluent English speaker" which would attract a larger size of applicants. In order to increase the number of quality employees firms should focus more their selection on behavior, skills and capacity to adapt to the local environment [18, 27]. In this optic, Chinese companies could incorporate employee-firm fit matching quiz in their website which evaluate the candidates' profile and expectation with the company's job offers and needs. This method would help applicants and recruiters to save time and energy and increase changes of finding suitable candidates.

5.1.3 Useful Information Included

More interesting and useful information or links about the Chinese city where the firm is located should be included in the company's website. The information could contain cost of living, activities, food, housing range prices and information that would attract job seekers' attention. Such information would make comparison of different firms easier for applicants by giving them a clear idea of the local environment that they might stay in. This method increases trust, decreases the risk of insecurity, shows care from the companies and filters non suitable applicants. For example, advertisements and details about small Chinese cities where the company is located could attract more job seekers interested by traditional local culture than modern city life. A forum for question and answer could help job seekers to have further details and information. More than half of our respondents affirmed that one of their motivations to apply for the teaching job was to help people improve their English. So information could include a brief introduction of the company's goal and mission. This information would make foreigners understand the importance and the impacts of their contribution on a national scale. Links of the companies' blog or official website should be included in job board websites for further information.

5.2 Optimization of Recruitment Methods

5.2.1 Treating Applicants as Customers

Chinese educational companies have to realize the importance of finding and retaining a few high caliber employees, rather than having a large turnover of staff. In order to ensure that quality applicants choose them as employers, they have to build a strong relationship with them from the beginning. In this optic, companies have to treat their candidates as they treat their customers as James A. Breugh suggested. The first step would be to identify their target's profile and needs in order to adapt and highlight the job offer benefits that the company can offer. Then, employers treat their applicants as customers by providing services to facilitate their choice such as making the search of job offers easier, faster to reach and to decide. Chinese employers could proceed to Marketing Events to promote the jobs and improve their recruitment Strategy and

process. The company can use some marketing methods like flyers distributions to reach potential candidates, creating local or international events to reach their target.

5.2.2 Improvement of Chinese Online Recruitment tools

Chinese educational companies should optimize online recruitment tools to attract more international employees. Most common worldwide job boards are LinkedIn, recruit.com and monster.com but our survey showed that only few Chinese companies used these tools to reach applicants. If they want to reach a specific target of applicant they have to analyze the tools used by their target. In addition, they should make layout and design of the company website more creative and modern. Indeed, job offers that we analyzed are too alike and not so eye-catching nor well-organized. Chinese companies can create animated pages or job applications apps available on computers and even cellphone applications to reach new generation of job seekers. In addition, Job offers boards should add an "easy-to-search" option on their page allowing viewers to narrow companies profile and benefits according to their needs.

5.2.3 Utilization of Videos

According to our study, we found that Chinese companies combined the use of traditional and modern recruitment channel. Companies can also create videos of their employees from under the same brand located in different cities in China or even other countries if the brand is international. Employees can share their perspectives about the job, about the team, about the location and show some parts of their daily life in the firm. Some videos can be shared on the company's official website or saved for the job interviews. Videos would illustrate the working environment and the diversity within the company that could convince candidates to join the team. This method can show real human faces to potential candidates and give them a general idea of the atmosphere in the company.

5.3 Preventive Measures

5.3.1 High Qualified Recruiters

Recruiters have to show professionalism to attract professional candidates. The recruiter also has to clearly understand the company's goals, resources and limitations and sell it to the candidates. Recruiters should promote the companies' vision and goals in order to set the tone from the beginning and keep the candidates aware of their position's impact in the firm. Other qualities required for recruiters are to stay open minded to find candidates who show high potential beyond usual criteria of selection. The study revealed that really good recruiters developed their skills over the years and learned to detect the perfect candidates through personal working experience. In order to help new recruiters to save time and to not miss any opportunity of hiring a quality teacher we suggest that Chinese companies should provide professional trainings to their recruiters. The training has to be given by an experienced recruiter who would share advices and tactics to screen applicants and perform high quality recruitment interviews. Trained recruiters who stay informed about new recruitment channels online and others methods of recruitment are more effective.

5.3.2 Reinforcement of Safety

Regulations should be reinforced in order to protect companies from sudden disappearance of employees or fake documents provided and another one to strengthen sanctions for scams and abuse from the companies. Additionally, contracts between companies and foreign teachers have to contain clear terms and conditions written in both Chinese and English and signed by both parties. Internet is becoming trendier for the new generation of jobseekers and recruiters but some case of identity thief and scams attract numerous hackers in this field. So, Chinese authorities should create a campaign to detect and stop these hackers who are jeopardizing the recruitment process of quality foreign teachers in the mainland. Chinese Human Resource should be aware of all the procedure to apply for legal visa and to check background references of each candidate.

5.3.3 Collection of Information

In order for Chinese companies to improve their recruitment process and prevent risks of hiring the wrong candidates in the future, recruiters and Human Resource have to update information concerning recruitment. Indeed, recruiters have to create internal database of each applicant, each recruitment activity, if the recruitment was successful or not and the potential sources of failure. Gathering this information would help the company to constantly improve their recruitment process and redefine their parameter of selections. The more information they collect, the more control they will have on the probability of future success in hiring the right candidate.

VI. Conclusion

We found that expectations from recruiters and Human Resources in Chinese Educational Companies differ from the real profile of current English teachers. This gap shows that Chinese firms choose to hire applicants that do not correspond to their ideal because of urgency and few choices. The study showed that some recruiters, rather base their selection on the candidate's attitude. Employers have to also consider their resources and capacities in satisfying the applicants' needs. Indeed, International employees are first attracted by factors like salary offered and benefits. But, not all the educational companies can afford to provide high salaries so these firms easily lose idyllic candidates to their competitors. So we suggested that Chinese firms should start developing brand awareness and reputation as high quality employers. In addition they should highlight other benefits other than the salary that the candidate can perceive as attractive. The design of job offers and websites have to be optimized to provide more useful information to help job seekers to make a choice among the various offers. Through the study we confirmed that recruiters have the most important role in the recruitment process. They can affect the candidates' final decision and detect exceptional talents among the pool of applicants. The main key of recruiting foreign is to be unorthodox because every situation and candidate is unique and different. Recruiters have to equip themselves with the best proactive and preventive methods to beat the competition by finding most suitable employees in the labor market. In order to improve the recruitment of International English teachers in China, recruiters have to be aware of cultural differences but focus their judgment on abilities and attitude of the candidates. We suggested Chinese educational companies to change their parameter of selection or developing more International recruitment methods to reach their targets. The best way to outstand from the competitors is to treat applicants and current employees as customers. As Elfi Furtmueller (2012) asserted, online recruitment is becoming the new faster and cheaper trend to attract and hire new employees. Otherwise, firms have to master the online game in order to find quality employees and promote themselves as the best employer. Job seekers still prefer face-to-face connection and base their final decision on a trustful relationship with the company. Both recruiters and applicants have to stay informed of the possible risks and challenges and find ways to avoid hazard situations. Finally by increasing the Chinese government support and reinforcement preventive measures, Chinese companies should be able to increase their number of quality foreign teachers. Future work will be necessary to analyze the recruitment process in other fields in China in order to compare the different strategies in various domains and confirm if categories of job seekers are alike. Extending our study to other field would provide a larger sample size and confirm the reliability of our results. More analysis of the correlation between the factors of motivations and the choice of employers will add a better value to the study. Further research focusing on online recruitment should help the field to understand Chinese companies approach and use of new technology in the recruitment process. Other future research will focus on algorithm and parameter of personality and motivational test of applicants in order to find the perfect applicant-firm match.

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